



Diversity Development

celebrating uniqueness...recognizing strength





VISION STATEMENT

EVERYONE, EVERYTHING, EVERYWHERE, EVERYDAY—
ALL FACES, ALL PLACES, WORKING TOGETHER THROUGH

GIVING

RESPECT

OPPORTUNITY

WORTH

TRUST

HARMONY



The Postal Service requires new thinking and new structures that regard Diversity Development as fundamental to business success to achieve our corporate strategic goals. Diversity is that which makes each of us unique. It can be our birthplace, education, age, gender, neighborhood, race, social circle, economic status, values, skills, appearance, lifestyle, etc. Valuing diversity is accepting and appreciating peoples' uniqueness. Developing diversity involves building tools and nurturing a culture that fully utilizes individual uniqueness and talent to support the organization's goals.

Diversity Development has the opportunity to influence and support CustomerPerfect!SM, and to listen to the Voice of the Customer, the Voice of the Employee, and the Voice of the Business. Each of these resource areas is diverse. Our purpose is to drive toward business success in a changing, diverse, and competitive environment. This can be achieved when all markets and organizational resources are recognized, developed, and fully tapped.

Customers challenge us to do business on their terms. We must consistently respond to our customers' needs, wants, and perceptions and demonstrate our commitment to them. We must demonstrate our commitment to employees by learning about their interests, perceptions, strengths, and needs. We must help them reach their highest potential to pursue corporate objectives. Our suppliers must be reflective of the national population. We will locate new and diverse sources of quality services and supplies

We will commit to a role of assisting the Postal Service to become an effective, first-class service organization responsive to the diverse needs of its customers, employees, and suppliers, both now and in the future.

A handwritten signature in black ink that reads "Robert F. Harris". The signature is written in a cursive, flowing style.

Robert F. Harris
Vice President,
Diversity Development



CustomerPerfect! is a customer-driven, process-driven way of managing the Postal Service. The *CustomerPerfect!* process aligns the Postal Service with the *Voice of our Customers*, the *Voice of our Employees*, and the *Voice of our Business*, and benefits the organization in many ways. Diversity Development implements programs that are targeted toward enabling the organization's core processes to reach the goals for each voice.

The Civilian Labor Force Program (*Voice of the Employee*) objective is to maintain consistently accurate statistical information on the postal work force and on the civilian labor force as the planning and auditing tool for a commitment to employee diversity.

The Diversity Orientation and Education Program (*Voice of the Employee*) objective is to increase awareness of diversity, sexual harassment, and sexual orientation issues in the Postal Service.

The Hispanic and Women's Programs, (*Voice of the Customer, Voice of the Employee, and Voice of the Business*) objectives are to address underrepresentation of Hispanics and women in the work force and supplier base through enhanced communication, education, mentoring, career counseling, promotions, and involvement. Other activities include outreach programs to communities and businesses that will generate additional revenue for the Postal Service.

The Diversity Recognition Program (*Voice of the Customer, Voice of the Employee, and Voice of the Business*) recognizes and supports those employees who are helping us fulfill our mission and reach our goals. Each year, those individuals and teams who have made significant contributions to encourage and promote diversity at the Postal Service will be recognized by Diversity Development.



EMPLOYEE COMMITMENT

To ensure that recruitment, retention, and promotion practices draw upon and support the communities served by the Postal Service, Diversity Development implements special emphasis programs and other affirmative action activities that enable and encourage women, minorities, people with disabilities, and disabled veterans to compete at all levels of the organization. Specifically, supporting the *Voice of the Employee*, the functional organization makes sure every Postal Service employee understands diversity policies and receives training and education as needed.



Diversity activities that support affirmative action goals include —

- Developing, implementing, and tracking multiyear affirmative employment plans and accomplishment reports for minorities and women to address the prevention of sexual harassment and discrimination in the workplace.
- Distributing Publication 18, *Managers Guide to Understanding Affirmative Action*.
 - Disseminating Diversity Tool Kits for managers.
 - Distributing Publication 42, *Career Employee Retention Guide* that outlines specific actions that can help managers keep employees on the rolls.
 - Tracking the accomplishments of the Postal Service's People with Disabilities and Disabled Veterans Program.
 - Managing diversity information systems that track the hiring and movement of employees throughout the organization for affirmative action compliance.



Increasing the Postal Service's commitment to employees increases our employees' commitment to the Postal Service.

PUTTING IT IN WRITING



Diversity Development ensures that diversity is considered in all Postal Service policy.

In addition to gathering input for the *Comprehensive Statement on Postal Operations*, Diversity Development further supports the *CustomerPerfect! Voice of the Customer* and *Voice of the Employee* by—

- Developing and implementing diversity five-year strategic plan supporting those initiatives that enable the core processes to attain *CustomerPerfect!* goals.
- Reviewing and creating handbooks, manuals, and policy statements to ensure they reflect global diversity initiatives and commitments, eliminate barriers, and uphold the Postal Service's commitment to fair and equal opportunity for all employees.

Among the policy statements produced by Diversity Development are those aimed at eradicating discrimination based on sexual orientation and sexual harassment.

Diversity Development mirrors the Postal Service's goals of commitment to the customer, the employee, and revenue generation.

A DYNAMIC MARKETPLACE

Since suppliers are also our customers, the Postal Service recognizes that supplier diversity promotes economic development in the communities we serve. To ensure that all suppliers have equal access to Postal Service purchasing opportunities, Diversity Development supports the *Voice of the Business* by assisting the Postal Service to recharge its revenue base in America's diverse communities.

Diversity Development partners with Purchasing and Materials and with Facilities to—

- Analyze laws and regulations and create policies for implementation in the Postal Service.
- Assist buyers and requiring offices to locate small, minority-, and woman-owned businesses



for traditional and nontraditional buys.

- Educate suppliers and employees on the value of supplier diversity and implementing best practices by coordinating national supplier diversity training activities (conferences, workshops, and seminars), and participating in forums and panel discussions with federal and private organizations.
- Build stronger supplier relations through sponsoring and actively participating in numerous national, local, and community events.
- Work closely with various organizations, including members of Congress, the U.S. Small Business Administration, and the Minority Business Development Agency to keep abreast of new trends and changes in the business community.
- Develop programs to assist small, minority-, and woman-owned businesses in gaining access to purchasing opportunities with the Postal Service.



A diverse supplier base is one of the most effective resources any business can have.

UNIQUE CUSTOMERS, UNIQUE SERVICES

Its presence in virtually every community in the United States allows the Postal Service opportunities for customer service unlike those available to other organizations. Diversity Development further supports the *Voice of the Customer* and *Voice of the Business* by helping the Postal Service identify emerging markets and developing appropriate products and services.

Activities in this area include—

- Developing retail and lobby aids such as the Spanish edition of Stamps by Mail, Service Form 3227-ES. The form provides Spanish-speaking customers with a convenient, cost-effective method of purchasing stamps and stamp products.
- Partnering with Operations, and the Marketing and



Sales units to identify diverse markets through research on international and domestic money orders that target Hispanic and other socioeconomic markets.

- Conducting community outreach to meet customer needs with such initiatives as the production of a Chinese/English promotional calendar to provide Chinese-speaking customers with information on postal products and services.



Customer satisfaction and employee commitment are vital to generating new business and revenue for the Postal Service.

STRATEGIES FOR A DIVERSE WORKPLACE

The Postal Service regards diversity as fundamental and essential to business success. One of its goals is to recognize and capitalize on each of its employees' unique strengths in order to create a work environment that promotes the full utilization of every employee's skills and abilities. To assist in this effort, Diversity Development conducts on-going research focused on the Postal Service's corporate culture.



To integrate diversity into business practices, the Postal Service engages in rigorous self-examination — identifying strengths to overcome weaknesses and developing programs that turn knowledge into action.

- ***Cultural Assessment*** is a research based initiative designed to create awareness at the organizational leadership level of existing and emerging corporate-wide, diversity-related trends and patterns of organizational behavior that could adversely impact the Postal Service and its diverse workforce.
- ***Leveraging Diversity*** is a comprehensive process of partnering at the appropriate corporate levels to initiate strategic planning to address diversity-related issues, trends, and patterns identified through the cultural assessment initiative.

Diversity goes beyond the common messages of sensitivity and awareness.

EDUCATING THE WORKFORCE

The Postal Service seeks to ensure that its diversity message reaches every level of the organization. Educational programs created by the Postal Service's highly skilled staff of diversity professionals range from a sexual harassment prevention program to executive level diversity training. Several communication vehicles and training programs have been developed—



- A series of talks explaining how to recognize and prevent sexual harassment.
- Publication 552, *Manager's Guide to Understanding Sexual Harassment*.
- A seven-page article for *Postal Life* magazine entitled "It's About Abuse of Power, Not Sex."
- Two special sexual harassment segments on *Video Focus*.
- Public service ads placed in *Fortune*, *Ebony*, *New Woman*, *Hispanic*, *Pan Pacific*, *Entrepreneur*, and other national magazines.
- A new video on sexual harassment prevention entitled "An Issue of Respect...And It's The Law!" narrated by actor Ossie Davis. The video will be used in conjunction with an 8-hour training course. A Spanish version is narrated by actor Rita Moreno.

Diversity Development partners with other postal functional organizations to promote a dynamic diversity presence. An example of this collaboration is the development and implementation of a national communications plan that utilizes a variety of informational tools to share with employees and customers the value of diversity in the overall effectiveness of the Postal Service.

The Postal Service strives to create an environment that values diversity at all levels.





Diversity Development remains focused on the goals of *CustomerPerfect!* and on the *Voice of the Customer*, *Voice of the Employee*, and *Voice of the Business*. Our purpose is to listen and respond to the needs of our customers, employees, and suppliers with diversity initiatives that balance corporate and employee goals.

Diversity is a key issue among Postal Service employees, customers, and suppliers. To succeed in today's changing business world, we are developing policies and practices for an increasingly diverse work force, as well as diverse customers and suppliers.

We must continue to concentrate on developing value systems and practices that harness the business benefits of diversity. We must balance individual and corporate needs to best manage our diversity. And finally, we must continue to recognize the value that distinctive groups bring to the organization and the fact that we are all different and do not act or think the same. We must take these tasks seriously and understand that a diverse and pluralistic organization has the best potential for optimum effectiveness.

We encourage all employees to strive for open communication. Our employees are becoming more knowledgeable about different cultural backgrounds and how these differences can enhance their efforts to work as a team. These team efforts contribute to our success by enabling us to look not just at gender and ethnicity, but at all forms of diversity that can improve productivity within the organization.

The Headquarters Diversity Development staff of professionals, teamed with field diversity and Hispanic specialists who report directly to area and district managers around the country, will continue to

be pioneers in creating an environment in which all people are recognized and appreciated for their differences. Diversity Development will continue to speak with one voice and to share the vision and purpose of this functional organization and the United States Postal Service.



We will build successes into an ongoing diversity plan and use those successes to move forward so that all employees can better see the benefits for themselves and others.



Publication 305
February 1998



Publication 305
February 1998